



Health Services
LOS ANGELES COUNTY

December 3, 2008

Los Angeles County
Board of Supervisors

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **IMPLEMENTATION OF HMA RECOMMENDATIONS FOR
MLK MACC – STATUS REPORT**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

This is to provide your Board with a status of the Department of Health Services' (DHS or Department) efforts in implementing the Health Management Associates (HMA) recommendations to achieve the goal of creating efficiencies and economies of scale for the Southwest Network, including Martin Luther King Jr.-Multi Service Ambulatory Care Center (MLK MACC) and Hubert H. Humphrey Comprehensive Health Center (HHHCHC), and Harbor-UCLA Medical Center (Harbor-UCLA). This is also in response to questions posed by Supervisor Antonovich during the November 18th Board meeting.

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Los Angeles, CA 90012

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www.dhs.lacounty.gov

*To improve health
through leadership,
service and education*

HMA was to accomplish two critical goals: 1) develop a staffing plan that will effectively allow for the clinical and administrative operation of MLK MACC, assuming a patient volume of approximately 180,000 visits over the next year, and 2) create work plans and start implementation of the operational change that will be necessary to accommodate the change in staff recommended.

In its August 13, 2008 report to your Board by the Chief Executive Office (CEO), and in concert with DHS, the recommended adjustments to address the MLK MACC staffing plan were finalized in August 2008. Current budgeted staffing level is 680 County employees (including 47 custodial staff), which is consistent with HMA recommendations. HMA provided more than 200 separate recommendations, including work plans in their 15 Deliverables of which forty-three percent (43%) have been completed. This report is to provide your Board a status on implementing the remainder HMA recommendations specific to MLK MACC summarized as follows:

Ambulatory Surgery Center (ASC)

- ASC reopened June 18, 2008 with State licensure.
- Centralized endoscopies in-house and outside the Operating Room (OR).
- Trained and provided access to HHHCHC providers to the Referral Processing System (RPS) for direct referral of patients.



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- MLK MACC leadership continues to meet with Public Private Partnerships (PPPs) and the Impacted Hospital Program (IHP). The Interim CEO and staff presented at the Hospital Association of Southern California (HASC) meeting with CEOs of nine IHPs on November 5, 2008.
- Requires additional Internal Medicine provider item not budgeted.

Medical Staff Administration

- MLK MACC Chief Medical Officer and staff continue working with Harbor-UCLA administration to initiate off loading of patients from Harbor-UCLA's impacted services. Ortho patients currently referred to MLK MACC and GYN oncology patients given chemotherapy in MLK MACC infusion center.

Organization Structure and Process

- Provider specific schedules have been created to reflect HMA recommended productivity rates.
- General Medicine Clinic redesign completed and now involved in redesign of Geriatric Clinic.
- Nursing oversight of ASC established.
- Integration completed of HHHCHC leadership in MLK MACC leadership committees.
- Performance Improvement Plan (PIP) has been completed with staff input.

Referral System

- Referral guidelines completed.
- Referral Center staff schedule directly into specialty clinics to expedite appointments.

Community Assessment

The specialty services provided at the MLK MACC are consistent with community needs as identified in the assessment conducted by Kurt Salmon & Associates (2007), funded by the California Endowment which identified that the five priority specialty care services for South Central Los Angeles are: Cardiology, Gastroenterology, Ophthalmology, Podiatry and Orthopedic services/surgery. However, Podiatry services are not available at the MLK MACC at this time. Patients are referred to LAC+USC Healthcare Network and Harbor-UCLA.

The Department projects that the MLK MACC will provide 177,207 patient visits during FY 2008-09, and 180,072 during FY 2009-10. These visit volume projections are based on the workload growth trend, the capture of previously unreported data, and the clinic expansions addressed in the September 23, 2008 correspondence to the Board.

HMA worked with MLK MACC leadership on four key operational areas identified as critical to moving forward: the redesign of the Urgent Care Center (UCC) from an

Emergency Department (ED); the clarification of work around the opening of the ASC, including referrals from other DHS facilities; the creation of physician schedules based on the productivity standards, developed by HMA, and the restructuring of the referral process and center at MLK MACC, including the external relationships with PPP providers and the DHS Office of Ambulatory Care.

The remaining recommendations (57%) are in various stages of completion. MLK MACC staff meets bi-monthly with DHS and CEO staff to ensure documentation supports progress on achieving individual deliverables.

We continue to work on implementing the remainder of HMA's recommendations, and will keep your Board informed of our progress.

If you have any questions or need additional information, please let me know.

JFS:pm

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors



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